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Civil Rights Analysis Series

GS-0160

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Civil Rights Analysis Series

GS-0160

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SERIES DEFINITION

This series includes positions primarily concerned with planning, conducting, and reporting descriptive social science research in the field of civil rights and equal opportunity when the paramount qualification requirement for the position includes a broad knowledge of the field of civil rights; ability to apply accepted documentary and field research techniques to study issues and policies affecting civil rights; consulting skill; and a high degree of writing and oral communication skill. Positions in this series typically involve research into specialized technical fields such as voting rights, public accommodations, or equal employment requiring specialized knowledge of a subject-matter area in addition to a broad knowledge of civil rights.

The fly sheet including series coverage information for the Equal Opportunity Series, GS-0160, issued in May 1972 is superseded.

COVERAGE

This series includes positions involved in civil rights research work. The field of civil rights is defined by a body of laws, regulations, administrative procedures, public policies and court and administrative decisions. These laws and policies are designed to protect civil rights and to provide equal opportunity in a wide range of economic, social, and political activities including, but not necessarily limited to, employment, housing, education, social services, business, and finance. Civil rights and equal opportunity laws and policies prohibit discrimination based on race, color, religion, sex, national origin, age, physical or mental handicapping condition, or other bases specified by law.

Positions in this series involve factfinding, analysis, writing, research, and application of civil rights principles to identify and/or solve problems. Positions in this series are involved in conducting civil rights research, advising government officials on civil rights laws and policies, or performing similar work requiring equivalent qualifications.

Positions beyond trainee levels in this series require a common body of knowledges and skills including: (1) knowledge of the body of law governing civil rights programs; (2) skill in identifying and defining discrimination through systematic factfinding or investigation; (3) a high degree of analytical and research skill; (4) understanding of the nature and causes of institutional barriers to equal opportunity; (5) a high degree of skill in communicating orally and in writing; (6) ability to work effectively and deal with persons in various social or economic strata of society, and regardless of the status of their position in a particular institution; (7) skill in consulting; and (8) judgment in applying civil rights principles to identify and/or solve problems.

Civil rights analysts typically conduct descriptive social science research. They define and explain civil rights problems, identify and define causes of the problems, and develop recommendations for public policies that will lead to solution of the problems. This research often is characterized by a broad impact of the problems being studied and by application of rigorous research methods.

Civil rights research typically requires a synthesis of research findings from a variety of disciplines and the application of this knowledge to complex and rapidly changing public policy issues. The civil rights issues studied may be national in scope or have a significant impact on national problems. They may focus on specific or broad issues in many fields including employment, housing, education, transportation, credit, voting rights, etc.

The research may involve any of the full range of social science research methods. The issues studied generally are very controversial. Research findings, conclusions and policy recommendations also may be controversial and subject to debate and close public scrutiny. Studies are planned and appropriate methods selected to meet study objectives within budget limitations. Past research done by others on the specific civil rights issue and on related issues generally is evaluated and incorporated or refuted, as appropriate. Library research, field research, and quantitative methods are employed as needed.

Based on the findings and conclusions, civil rights analysts make appropriate public policy recommendations which are considered for adoption by their agency.

Civil rights analysts apply knowledge of civil rights or a civil rights area and knowledge and skill in conducting research. As a result of their specialized knowledge they may serve as consultants, advisors, or expert witnesses in their specialty areas.

EXCLUSIONS

Excluded from this series are:

1. Positions involving technical support of civil rights programs, or positions performing routine or limited services to clients of these programs or to a specific constituency, when such positions have as a paramount qualification requirement a substantial knowledge of the procedures, regulations, and objectives of civil rights programs, but do not require the breadth of knowledge, nor the depth of skills required by positions in the Civil Rights Analysis Series, GS-0160. Such positions should be classified in the [Equal Opportunity Assistance Series, GS-0361](#). (See [the discussion below](#) on distinguishing these positions from positions in the Civil Rights Analysis Series, and refer to the position classification standard for the Equal Opportunity Assistance Series, GS-0361.)
2. Positions primarily concerned with developing, administering, evaluating, or advising on the Federal Government's internal equal employment opportunity program within various Federal agencies when the position requires knowledge of Federal EEO regulations and principles, compliance and enforcement skills, administrative, management, and consulting skills, and knowledge of Federal personnel administration. (Such positions are classified in the [Equal Employment Opportunity Series, GS-0260](#).)
3. Positions involved in the enforcement of civil rights or equal opportunity laws, orders and regulations including investigation and/or conciliation of allegations of discrimination, and

equal opportunity compliance reviews of firms, public agencies, and other institutions. When the position requires investigative, factfinding, analytical, conciliation, and negotiation skills, and knowledge of the civil rights and equal opportunity laws, regulations and related court decisions being enforced, and skill in interpreting them in specific situations. Such positions are classified in the [Equal Opportunity Compliance Series, GS-0360](#).

4. Positions primarily involved with professional legal work including preparation and argument of cases at trial, presiding at formal hearings of a quasi-judicial nature, and providing authoritative legal advice when the person filling the position must be admitted to the bar; positions primarily involving technical legal work requiring specialized legal training or on-the-job legal experience, and positions primarily involved in processing legal documents requiring knowledge of particular laws and regulations. Such positions are classified in the appropriate series in the [Legal and Kindred Group, GS-0900](#).
5. Positions involved in social science research, technical support, or related clerical work, when the paramount qualification requirement is a professional, or technical, or substantial knowledge of one or more of the social sciences. Such positions should be classified in the appropriate series in the [Social Science, Psychology, and Welfare Group, GS-0100](#). (See [the discussion below](#) on distinguishing between the Civil Rights Analysis Series and other closely related occupations.)
6. Positions involved in planning, analyzing, and evaluating the program management, administration, or budget aspects of civil rights programs, when the paramount qualification requirement is analytical skill and knowledge of program processes, budget processes, or management principles, instead of the knowledges and skills required by specialists performing the operations of a particular civil rights program. Such positions are classified in the [Program Analysis Series, GS-0345](#), the [Management Analysis Series, GS-0343](#), the [Budget Administration Series, GS-0560](#), or the [Administrative Officer Series, GS-0341](#), as appropriate.
7. Positions primarily performing professional or technical work in community relations, inter-group relations, or minority relations programs, when the primary purpose of the position is to develop mutual understanding, harmony, or improved relations between different racial, ethnic or other kinds of groups by changing attitudes and/or behavior. Such positions should be classified in an appropriate series in the [Social Science, Psychology, and Welfare Group, GS-0100](#), or other appropriate professional or technical series based on the qualifications required by the work.

OCCUPATIONAL INFORMATION

Positions in this series vary according to the nature of the program area they investigate, or the policies they study. Some positions are concerned with particular social or economic activities such as education, housing, or employment, or combinations of these areas. Some positions may focus on researching the civil rights problems of certain classes such as the physically handicapped, veterans, women, or others. Other positions involve the study of broad civil rights issues or problems from a legal, economic, or historical perspective.

In some cases a correct series determination is difficult because of the variety of positions in this occupation and their similarity to positions in other occupations. The following guidelines and discussions for distinguishing the correct series are provided to assist in making these determinations in difficult cases.

Guidelines:

1. Positions that do not primarily involve factfinding and analysis should not be classified in this series.
2. Advocacy of civil rights, or the rights of minorities or women is not by itself sufficient reason for classifying a position in this series.
3. Performance of work in programs designed to aid minority groups or promote the rights of minority groups or women is not by itself sufficient reason for classifying positions in this series.
4. Counseling or other work requiring empathy with the problems of minority groups or women is not by itself sufficient reason for classifying positions in this series.

DISTINGUISHING BETWEEN THE CIVIL RIGHTS ANALYSIS SERIES, GS-0160 AND THE EQUAL OPPORTUNITY ASSISTANCE OCCUPATION, GS-0361

The Equal Opportunity Assistance series covers positions that involve technical assignments in support of equal opportunity and civil rights work. These positions require a practical knowledge of the methods, procedures and regulations, and purposes of the equal opportunity or civil rights programs they support.

Positions in the Equal Opportunity Assistance series perform work that is repetitive, or that involves the application of rules or principles to specific situations within a framework of supervision and guidelines. Work typical of the Equal Opportunity Assistance Series does not require the same broad knowledge and depth of analytical skill that is typical of positions in the Civil Rights Analysis Series.

Positions should be allocated to the Equal Opportunity Assistance Series, or other appropriate series, rather than the Civil Rights Analysis Series, when the positions *do not* include factfinding and analysis in order to: (1) identify systemic or institutional barriers to civil rights, (2) purpose solutions to complex problems when the work involves a high degree of analysis, (3) investigate areas of discrimination, (4) evaluate broad civil rights programs, (5) apply judgment in interpreting complex factual situations in light of laws, regulations, and precedent decisions governing a civil rights program, or (6) conduct research.

Positions involving the following kinds of work should be classified in the Equal Opportunity Assistance Series, or other appropriate technician, or one-grade interval series:

1. performing limited factfinding such as researching office files and records, or standard library or office references to obtain information on a limited subject;
2. interviewing persons to obtain strictly factual information of a routine or repetitive nature;
3. providing factual information to persons outside the immediate work unit including the general public or persons who may wish to make use of the organization's services;
4. arranging for conferences, meetings, seminars, and training sessions by contacting participants, explaining the purpose of the meeting, and making sure space and supplies are available;
5. writing simple letters, memoranda or narrative reports based on factual information when interpretation is not required;
6. solving routine or repetitive problems that have only one correct answer, and that are solved by applying clear-cut rules such as performing repetitive arithmetic computations, or making comparisons between two or more sets of facts;

At the GS-5 through GS-7 levels, positions in both series may be superficially similar and may be difficult to distinguish on the basis of individual duties performed. Civil rights analyst trainee assignments provide on-the-job experience designed to rapidly develop the knowledge necessary to perform assignments of greater complexity, responsibility and independence, making use of the skills and abilities that the worker already possesses. Equal opportunity assistants at the GS-5 level may perform similar assignments at or near a full performance level. In the case of bridge jobs in upward mobility programs, the equal opportunity assistant may be working at or near a full performance level *and* developing the skills, knowledges, and abilities necessary to move into the civil rights occupation.

The Civil Rights Analysis Series is a two-grade interval occupation and the Equal Opportunity Assistance Series is a one-grade interval occupation.

Additional guidance for distinguishing between these series is provided in the position classification standard for the Equal Opportunity Assistance Series, GS-0361.

DISTINGUISHING BETWEEN THE CIVIL RIGHTS ANALYSIS SERIES AND OTHER CLOSELY RELATED OCCUPATIONS

Positions that require professional knowledge of fields such as psychology, education, or law are classified in the appropriate professional series even if they are located in organizations primarily concerned with civil rights. They are classified in the professional series whether or not they require a substantial knowledge of the civil rights program. For example, employment test validation studies are typically conducted by professional psychologists. Such positions are classified in the Psychology Series. A professional educator would most likely conduct a study of the educational merits of alternate pupil ability grouping techniques. When such a position requires professional knowledge of education theory and principles, it must be classified in the appropriate professional series in the Education Group. An attorney position established to give professional legal advice must be classified in an appropriate series in the [Legal and Kindred Group, GS-0900](#), even though the legal questions being answered are in the area of civil rights.

Positions that require a paramount knowledge of civil rights laws and principles often require knowledge of the field covered by the laws being implemented. These positions are classified in the Civil Rights Analysis Series. For example, civil rights analysts researching fair housing programs may possess a practical knowledge of Federal housing programs, rental property management techniques, the processes involved in real estate transfers, housing finance procedures, marketing of housing developments, and similar matters. Civil rights analysts concerned with research into equal education possess knowledge of the organization and management of universities, colleges and school districts, and a practical knowledge of a wide range of educational principles and techniques. These subject matter knowledges are important, useful, and they may distinguish more highly qualified applicants, but they are *not* the paramount requirements of the position.

TITLES

The title authorized for nonsupervisory positions in this series is *Civil Rights Analyst*.

The prefix *Supervisory* should be added to the title of those positions involving supervisory duties and responsibilities that meet the definition of a supervisor in the [General Schedule Supervisory Guide](#).

GRADING POSITIONS

The grade level criteria in this standard cover nonsupervisory positions at grade GS-5 through GS-15. Supervisory positions should be evaluated by reference to the [General Schedule Supervisory Guide](#).

Positions should be evaluated on a factor-by-factor basis, using one or more of the comparable Office of Personnel Management benchmarks or Factor Level Descriptions, or both, for the Civil Rights Analysis Series. Only the designated point values may be used. More complete instructions for evaluating positions are contained in the introductory material for the Factor Evaluation System. The absence of a benchmark for positions at any grade from GS-5 to GS-15 does not preclude evaluation of positions at that grade.

GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to GS grades as follows:

Grade	Range
GS-5	855-1100
GS-6	1105-1350
GS-7	1355-1600
GS-8	1605-1850
GS-9	1855-2100
GS-10	2105-2350
GS-11	2355-2750
GS-12	2755-3150
GS-13	3155-3600
GS-14	3605-4050
GS-15	4055-up

FACTOR LEVEL DESCRIPTIONS

These factor level descriptions show the application of the Primary Standard to the Civil Rights Analysis Series. They describe the levels of the various factors (and give the corresponding point values) typically found in the series. There may be some positions which do not follow the typical pattern.

FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

Factor 1 measures the nature and extent of information of facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply those

knowledges. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

Level 1-5 -- 750 points

A foundation of basic knowledge such as may have been gained through a baccalaureate educational program, or its equivalent in experience, training, or self-study and skill in performing developmental assignments, rapidly learning the substantive work, and advancing to higher level work in the occupation. This includes knowledge and skill in factfinding, problem solving, writing, interpreting policies, dealing effectively with people, and practical understanding of the operations of economic, political, educational and social institutions.

Level 1-6 -- 950 points

In addition to the knowledges and skills described at level 1-5, a knowledge of the principles, concepts, and legal requirements of a civil rights program or function; knowledge of conventional social science library and field research methods; and skill in applying this knowledge to perform independent assignments for which there are precedents. This includes practical knowledge and skill in interpreting and applying a body of law and principles; skill in applying conventional research, factfinding, analytical, and problem solving methods; knowledge of the common policies, practices, and operations of applicable institutions (such as educational institutions, real estate firms, financial institutions, etc.), and knowledge and skill to analyze facts, identify problems, report findings, make conclusions, and recommend appropriate policy. This knowledge level is equivalent to that gained by closely related work experience or directly related graduate education. For example:

- Civil rights analysts prepare thoroughly researched and authoritative papers on clearly defined issues using standard and nonstandard reference sources as a part of a study of a civil rights issue.

Level 1-7 -- 1250 points

Comprehensive and thorough knowledge of laws, court decisions, and issues related to a civil rights program area, and skill to apply this knowledge to a variety of difficult and complex research, evaluation, or consulting assignments.

Broad knowledge of the structure, policies, or practices of institutions covered by the civil rights issues being studied. For example, civil rights analysts studying credit practices possess thorough knowledge of the operation of retail firms and lending institutions including detailed knowledge of the kinds of policies and practices regulated or covered by the law.

Broad knowledge of the nature of the areas of social or economic activity covered by the laws being enforced or administered. For example, civil rights analysts studying sex bias in

compensation possess a broad knowledge of basic principles involved in job evaluation, wage and salary determination, and other employment areas.

A thorough and detailed knowledge of and skill in employing the methods and principles are questioned or challenged; and resolving, developing and testing hypotheses using accepted research methods.

The civil rights analyst possesses knowledge and skill to perform an assignment such as:

Conduct segments of broad civil rights research or evaluation projects when the assignment includes a requirement for planning and conducting field and library research, recommending conclusions on complex issues or questions, and drafting parts of the final report.

Level 1-8 -- 1550 points

Mastery of the concepts, principles, and methods of a broad major area of the field of civil rights. This involves expert knowledge of the problem solving techniques of the field and the legal framework surrounding the area or issue; and a high level of skill in interpreting laws, policies and concepts within the area, where accepted methods and principles are questioned or challenged; and resolving unprecedented, broad, difficult, and complex issues. Applies broad and thorough knowledge of a broad range of accepted research methods. For example:

Civil rights analysts conduct a research study of a broad national civil rights issue or question, and they develop a report including findings that add significantly to the body of civil rights knowledge, and they present recommendations concerning or potentially changing national policy.

Level 1-9 -- 1850 points

Mastery of the principles and concepts of the field of civil rights including a thorough knowledge of relevant laws and legal principles, sociological implications, and history of the field; *and* broad knowledge of the Federal, State, and local government administrative processes by which civil rights laws are implemented; *and* skill in developing significant new knowledge through research; *or* other equivalent knowledges and skills that clearly exceed Level 1-8. For example:

Civil rights analysts direct and conduct research into and critically analyze fundamental questions, issues, or policies affecting civil rights; produce new basic knowledge in the field; and recommend basic changes in law or national policy.

FACTOR 2, SUPERVISORY CONTROLS

"Supervisory Controls" covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives.

The degree of review of completed work depends upon the nature and extent of the review, e. g., close and detailed review of each phase of the assignment; detailed review of the finished assignment; spot-check of finished work for accuracy; or review only for adherence to policy.

Level 2-1 -- 25 points

The supervisor makes specific assignments for both routine and one-of-a-kind assignments and provides specific and detailed instructions.

The employee follows instructions and consults with the supervisor on matters not specifically covered in the original instructions or guidelines.

The supervisor maintains control of the work by periodically reviewing work progress and reviewing completed assignments for accuracy, adequacy, and adherence to instructions and established procedures. The supervisor advises the employee concerning unusual situations.

Level 2-2 -- 125 points

The supervisor assigns projects or tasks indicating generally what is to be done, the quality and quantity expected, deadlines, and priorities of assignments. The supervisor provides specific guidance on new or unusual assignments.

The employee carries out recurring assignments independently, but requests assistance from the supervisor when new or unusual work problems or issues are encountered.

Completed work such as research reports, letters, or memoranda are reviewed for technical accuracy, appropriateness of methods used, and compliance with instructions. Assignments of a type the employee has not previously performed are reviewed in detail. When the final work product is the result of face-to-face discussion, and therefore many of the methods used cannot be checked, a supervisor or experienced worker typically is present or available to assist with unusual problems.

Level 2-3 -- 275 points

The supervisor defines objectives, priorities, and deadlines; advises on potential problems that may be expected; and assists the employee with unusual situations which do not have clear precedents.

The employee executes the project or task according to accepted practices, and within the established policy framework and guidelines of the organization. The employee has latitude for altering the sequence of steps, and coverage of factfinding to accomplish the project or task most adequately within established guidelines.

Completed work such as research papers or other projects are reviewed for technical soundness, appropriateness, and conformity to program policies and requirements. Generally, the supervisory review focuses on the soundness of end results rather than the adequacy of methods employed.

Level 2-4 -- 450 points

The supervisor sets the overall objectives and resources available. The supervisor and employee collaborate in developing deadlines and approaches to unusual or particularly sensitive problems.

The employee exercises judgment in planning and carrying out the assignment and selects the appropriate techniques to complete the assignment most adequately. The civil rights analyst advises the supervisor when major unexpected problems or significant controversial issues arise.

Completed work is reviewed in terms of fulfillment of the assignment objectives within established target dates.

Level 2-5 -- 650 points

The supervisor provides administrative direction, giving assignments in terms of broadly defined missions or functions. This may include setting budget and personnel limits on the employee's project or setting broad policy goals and objectives.

The employee is responsible for independently planning, designing, and carrying out a civil rights research study.

Results of work are considered technically authoritative and are normally accepted without change. If work is reviewed, the review concerns such matters as fulfillment of program objectives, or the overall effect of the study.

FACTOR 3, GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply them. Individual jobs in different occupations vary in the specificity, applicability, and availability of the guidelines

for performance of assignments. Consequently, the constraints and judgmental demands placed upon employees also vary. For example, the existence of specific instructions, procedures, and policy may limit the opportunity of the employee to make or recommend decisions or actions. However, in the absence of procedures or under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

Guidelines should not be confused with the knowledge described under Factor 1, Knowledge Required by the Position. Guidelines either provide reference data or impose certain constraints on the use of knowledges.

Level 3-1 -- 25 points

Assignments are such that specific detailed guidelines are available to the civil rights analyst. These guidelines may include completed work products of others that cover most or all of the major problems encountered during the assignment.

The employee is expected to adhere strictly to the guidelines except for deviations authorized by the supervisor.

Level 3-2 -- 125 points

The civil rights analyst performs assignments covered by specific guidelines which are available for reference if needed. For example, in researching the literature for specific types of studies in a civil rights area, the analyst follows examples of previous reports developed conforming to criteria established by the agency.

Assignments are such that judgment must be used in selecting the appropriate established procedures or applying the correct guidelines to accomplish the assignment. When situations not covered by established guidelines arise, the employee typically consults with the supervisor, team leader, or a more experienced worker. For example, in conducting interviews of local government offices implementing civil rights laws, the employee uses judgment in selecting persons to interview and the lines of questions to pursue, but may need to consult with the supervisor on questions concerning the relevance of certain data in complex situations.

Level 3-3 -- 275 points

Civil rights analysts perform assignments covered by available guidelines such as laws, precedent decisions, directives, written instructions, and previous research. However, many significant factual situations, issues, and civil rights problems are encountered during the assignment which are not covered by guidelines, for which guidelines are general or vague, or for which guidelines are in conflict.

The civil rights analyst exercises judgment in interpreting, adapting, or extrapolating from existing guidelines in order to arrive at a finding or conclusion.

Level 3-4 -- 450 points

Civil rights analysts perform work covered by guidelines such as laws, policy statements, agency directives, and broad or general research principles or methods. These guidelines are often inadequate in dealing with unusual cases such as conducting research into previously unexplored civil rights policy areas.

The civil rights analyst uses initiative and resourcefulness in extending or redefining guidelines, or deviating from traditional principles and practices. For example, modifies and combines research methods of other fields to study civil rights issues.

Level 3-5 -- 650 points

Guidelines are broadly stated and nonspecific. The civil rights analyst applies laws, court decisions, and broad policy statements which require extensive interpretation. At this level, guidelines generally state broad objectives, suggest methods of achieving objectives, and provide some limits on what kinds of policies should be developed. These guidelines constitute a framework in which major research is conducted.

The civil rights analyst uses considerable judgment and ingenuity in interpreting the guidelines that do exist to develop new policies and guidelines covering major civil rights areas, to develop significant new knowledge in the civil rights field through innovative research, or to otherwise interpret broad and nonspecific guidelines.

FACTOR 4, COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

The complexity of individual problem solving work varies according to (1) the nature of problem identification, analysis, and solution methods used; (2) nature and difficulty of deciding what needs to be done at each stage of the assignment; and (3) the difficulty and originality involved in making decisions.

Level 4-2 -- 75 points

(This level generally applies only to trainee positions.)

Assignments are to resolve issues of limited complexity because the facts are clear, few in number, closely related to one another, and obtainable from standard sources. Answers can generally be obtained by logically organizing the facts and comparing them to clear-cut principles.

The decision regarding what needs to be done involves choices in the sequence of factfinding steps, the manner of presenting findings, and which of a few clear principles to follow. Obvious discrepancies in facts can be resolved by reviewing additional documents.

Actions to be taken differ according to the specific situation involved.

Assignments at this level usually are to perform tasks in support of higher level civil rights analysts. Typical assignments include writing replies to correspondence, preparing short papers based on information obtained from office files or standard reference sources, or answering factual questions from the general public, or local government officials concerning program objectives or procedures.

Level 4-3 -- 150 points

Civil rights analysts usually perform complete assignments requiring use of a variety of analytical, and research techniques to arrive at a conclusion. Assignments are to solve problems typically characterized by (1) many interrelated facts; (2) facts obtainable from several types of sources; (3) some disputed facts; (4) facts accessible when a variety of standard research techniques are employed; (5) one or a few related simple issues; and (6) analysis requiring a determination of the relevance and importance of facts.

At each step of the problem identification and solution process, the civil rights analyst must choose from several courses of action depending on the facts and issues involved, and the objectives of the assignment. The civil rights analyst selects the appropriate research or analytical techniques to use based on the nature of the problem to be solved.

The civil rights analyst must consider many interrelated facts and select the most appropriate principles for making a recommendation, conclusion, or decision. Standard analytical techniques will occasionally be modified somewhat to deal with particular situations.

Typical of assignments at this level would be researching a civil rights issue or question and writing a paper presenting an interpretation of past research conclusions or the importance of events related to the issues based on information from a variety of standard and nonstandard reference sources.

Level 4-4 -- 225 points

Civil rights analysts typically perform complete assignments with widely varying duties such as conducting evaluation projects concerning the implementation of Federal, State, and local civil rights policies and practices in government agencies. They usually perform comprehensive analyses of broad policies and practices of complex organizations relating to the implementation and enforcement of civil rights policy. Problems of the type studied typically have been soluble, but solutions require selection and modification of appropriate methods and approaches typically used.

Decisions regarding what needs to be done include planning the project so that essential facts and issues are adequately covered; making major modification in methods and approach to the problem during the assignment as conditions warrant; and sorting relevant facts from a vast body of information, opinions, and conditions.

The work requires making many decisions at each stage of the project such as identifying issues; defining the problem or problems in realistic terms that are compatible with the laws, policies, or regulations being implemented; interpreting considerable data; and weighing facts to arrive at sound conclusions, and appropriate actions. A variety of research techniques must be applied and modified as necessary to meet each particular situation.

Level 4-5 -- 325 points

Civil rights analysts perform complete assignments as individuals or as senior team members. Assignments involve a wide variety of duties, a broad range of research techniques, and decisions in interpreting varied and complex factual data.

Decisions regarding what must be done include major areas of uncertainty in planning projects, determining the scope of the project or study, defining issues, determining applicable precedents, laws, or policies to proceed under, and determining the most effective approach and methodology due to the large size of the institutions concerned, the vastness of the facts involved, the ambiguity of conditions, or the absence of or conflict between laws, regulations or precedents.

Civil rights analysts develop new information concerning a major civil rights policy area through research.

Assignments include a civil rights research study (or portion of a study) to evaluate the effects of a national civil rights policy. These studies require interpretation and analysis of a broad range of concepts, events, and facts, and writing a report (or a chapter of major report) with appropriate conclusions.

Level 4-6 -- 450 points

Assignments are to plan, direct, and conduct broad studies to analyze and recommend decisions on highly complex and broad (e.g., national) problems of a fundamental or precedent setting nature. Generally the problems dealt with involve a unique combination of facts, conditions, and issues being studied for the first time.

Decisions regarding what needs to be done include largely unprecedented issues; ambiguous and highly complex conditions; and major areas of uncertainty resulting from gaps or conflicts in laws, regulations, or policies being studied.

The work requires continuing efforts to develop major research findings and policy recommendations, having a major precedent setting effect in the area of civil rights and equal opportunity.

Civil rights analysts plan and conduct research projects to produce conclusions and make broad policy recommendations on national civil rights issues. Issues involve considerable controversy among policy makers and experts in the field as to the nature and scope of the problem, its cause, and the appropriate Federal Government response.

FACTOR 5, SCOPE AND EFFECT

Scope and Effect covers the relationship between the nature of the work, i.e., the purpose, breadth, and depth of the assignment, and the effect of work products or services both within and outside the organization. In General Schedule occupations, effect measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts on the adequacy of research conclusions. The concept of effect alone does not provide sufficient information to properly understand and evaluate the impact of the position. The scope of the work completes the picture, allowing consistent evaluations. Only the effect of properly performed work is to be considered.

Level 5-1 -- 25 points

The work involves performance of specific routine assignments such as gathering and organizing clearly defined information.

The effect of the work is to facilitate the work of higher level analysts in the immediate organizational unit and to orient the civil rights analyst to the work.

Level 5-2 -- 75 points

The work involves execution of clearly defined assignments typically involving application of principles, or specific rules to solve a problem of limited scope (e.g., to collect data from standard reference sources in developing background information for a study.)

The effect of the work is primarily to provide assistance to higher level civil rights analysts by relieving them of more routine work assignments, and/or to facilitate research efforts performed by higher level analysts.

Level 5-3 -- 150 points

The work is to study and to analyze well defined civil rights issues and to recommend resolution of the problems.

The work results in the presentation of factual information and conclusions on specific topics to be used in analyzing policy issues.

Level 5-4 -- 225 points

The work involves the study of particularly difficult and historically unyielding civil rights problems through development of research papers on civil rights issues which include recommendations for solutions to the problems.

Work results in the addition of new and significant contributions to the body of knowledge pertaining to a major civil rights issue.

Level 5-5 -- 325 points

The purpose of the work is to develop national Federal policy recommendations through broad and intensive research into the civil rights issues involved.

The work results in agency recommendations for major changes in the national policy in a particular issue area.

Level 5-6 -- 450 points

The purpose of the work is to plan and conduct critical projects that are vital to the civil rights mission of the agency. Projects affect basic employment, housing, educational, business or social service policies and practices of public or private institutions across a major urban area, or in a multistate region, or across an industry.

The work results in the development of new basic knowledge in the field of civil rights through research.

FACTOR 6, PERSONAL CONTACTS

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. (NOTE: Personal contacts with supervisors are covered under Factor 2,

Supervisory Controls.) Levels described under this factor are based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place (e.g., the degree to which the employee and those contacted recognize their relative roles and authorities).

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 6 and 7 presumes that the same contacts will be evaluated for both factors. Therefore, use the personal contacts which serve as the basis for the level selected for Factor 7 as the basis for selecting a level for Factor 6.

Level 6-1 -- 10 points

Personal contacts on routine matters are with employees in the immediate work unit. This level will only rarely be found in positions in the Civil Rights Analysis Series, even at trainee levels.

Level 6-2 -- 25 points

Contacts are with the general public, or with employees within the agency, but outside the immediate work unit, such as attorneys or agency subject-matter experts. These contacts are established on a routine basis or are of a routine type. For example, this includes answering questions of the general public concerning procedures and obtaining information from employees of the same agency to answer a question.

Level 6-3 -- 60 points

Personal contacts are with persons outside the employing agency such as attorneys, managers of firms or public agencies, or other parties from outside the agency. The content of each contact is different and the role and authority of each party is identified and developed during the course of the contact.

Level 6-4 -- 110 points

Personal contacts are with high-ranking officials from outside the employing agency at national levels. These contacts generally are not routine or of an established nature. Contacts may be with heads of Federal agencies, governors, members of Congress, mayors of the largest cities, heads of large national civil rights organizations, or presidents of large national corporations. Each contact may be conducted under different ground rules.

FACTOR 7, PURPOSE OF CONTACTS

In General Schedule occupations, the purpose of personal contacts ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives. The personal contacts which serve as the basis for the level selected for this factor must be the same as the contacts which are the basis for the level selected for Factor 6.

Level 7-1 -- 20 points

The purpose is to obtain, clarify, or give facts or information. The nature of facts or information ranges from simple facts to highly complex procedural information.

Level 7-2 -- 50 points

The purpose is to consult with officials of organizations on issues and questions, when the goals of the person contacted are essentially similar to those of the civil rights analyst.

Level 7-3 -- 120 points

The purpose is to conduct formal interviews of persons having information essential to a study. The persons may be representatives of organizations challenging the agency's policies or officials of firms or agencies whose policies or practices are being challenged. At this level persons contacted may be fearful, skeptical, or uncooperative. The civil rights analyst must be skillful in conducting the meeting to obtain the desired results.

Level 7-4 -- 220 points

The purpose is to negotiate resolutions to highly controversial or major issues, or to justify or defend policy positions taken by the agency on major controversial issues.

Negotiations typically involve most or all of the following elements:

- The issues involved affect the interests of the parties either because major changes in their policies or practices are being proposed, or because of potential adverse publicity;
- One or more parties to the negotiation strongly contest or dispute the position of the negotiator and his or her agency;
- The matters being negotiated involve multiple, but related, broad and complex issues which require the negotiator to shift from issue to issue and consider trade-offs between issues; and
- Matters being negotiated are basic to the policy positions being taken by the agency and there is considerable pressure on the negotiator.

FACTOR 8, PHYSICAL DEMANDS

The "Physical Demands" factor covers the requirements and physical demands placed on the employee by the work assignment. This includes physical characteristics and abilities (e.g., specific agility and dexterity requirements) and the physical exertion involved in the work (e.g., climbing, lifting, pushing, balancing, stooping, kneeling, crouching, crawling, or reaching). To some extent the frequency or intensity of physical exertion must also be considered, e.g., a job requiring prolonged standing involves more physical exertion than a job requiring intermittent standing.

Level 8-1 -- 5 points

The work is sedentary. It usually involves sitting at a desk, sitting in conferences and meetings, or riding in an automobile or public transportation. No special physical demands are involved in performing the work. There may be some occasional brief visits to sites outside of the office during factfinding.

Level 8-2 -- 20 points

The work requires some physical exertion such as long visits to construction or industrial sites, or extended periods of intensive negotiation without rest periods. (For example, this level includes movement over rough and uneven surfaces at a construction site or negotiation for periods of four hours or longer). The work requires specific, but common, physical characteristics and abilities such as above average resistance to fatigue.

FACTOR 9, WORK ENVIRONMENT

The "Work Environment" factor considers the risks and discomforts in the employee's physical surroundings or the nature of the work assigned and the safety regulations required. Although the use of safety precautions can practically eliminate a certain danger or discomfort, such situations typically place additional demands upon the employee in carrying out safety regulations and techniques.

Level 9-1 -- 5 points

The work environment involves normal everyday low risks or discomforts typical of offices, retail businesses, or commercial vehicles such as airplanes, trains, or buses. Work areas are adequately lighted, heated, and ventilated.

Level 9-2 -- 20 points

The work involves moderate risks, discomforts, or unpleasant surroundings. This includes factfinding assignments in areas having high levels of noise and vibrations or dust and grease for

more than a few minutes at a time. This level also includes exposure to moderate risks when required to work in parts of industrial plants, construction sites, or similar areas presenting hazards of bodily harm because of the presence of exposed moving parts on machinery, carts or similar vehicles, contagious diseases, or irritant chemicals. Special safety precautions are required. The employee may use protective clothing or gear such as boots, goggles, gloves, or coats.

OPM BENCHMARK DESCRIPTIONS

CIVIL RIGHTS ANALYST, GS-0160-09, BMK #1

Duties

Under the general supervision of a senior research analyst, the employee is responsible for assisting in research studies, participating in field surveys and drafting staff studies and reports necessary for carrying out major national civil rights research studies. The employee:

- Conducts studies on civil rights projects and proposals that are being performed by the agency. These studies are concerned with political, social and economic factors influencing the denial of equal protection under the constitution for women and minorities. They involve the analysis of the factors and influences that lead to discrimination in housing, education and employment;
- Develops, using numerous sources of information, material for the research studies for which responsible such as review of statistical data, field surveys, study of newspapers, periodicals, publications, etc;
- Investigates, selects, evaluates, and briefs pertinent source materials and assembles, analyzes and checks statistical data;
- Drafts written staff reports as well as responses to requests for information on discrimination against women and minorities. As assigned, consults with Federal, State, and local agencies to secure information on the administration of their programs as they relate to women and minorities;
- Conducts, either alone or with a senior staff member, field surveys to secure firsthand information on possible discrimination. During the course of these surveys, interviews individuals who have been denied equal opportunities in all fields of civil rights. Interviews State and local officials to secure additional information on possible cases of discriminatory action.

Factor 1, Knowledge Required by the Position -- Level 1-6 -- 950 points

Knowledge and skill to perform portions of research studies on broad and complex civil rights issues or questions including:

- Thorough knowledge of social science research methods including evaluating the quality and relevance of existing research, conducting field research, analyzing findings and developing conclusions based on the evidence;
- Knowledge of those political, social, and/or economic theories and principles that are directly related to the particular civil rights issues and problems being studied;
- Knowledge of the field being studied (e.g., education, housing, voting rights, etc.) to understand the civil rights implications of public policies and of the actions of institutions, groups, and individuals in that field;
- Knowledge of civil rights laws and issues including their application to various areas of society;
- Skill in writing reports of complex and controversial issues for a broad audience in written form.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor or higher level analyst provides general instructions with each assignment as to the objectives to be achieved. The employee receives general guidance during the course of projects to resolve major or unique problems.

The employee independently plans and carries out the assignment such as a thoroughly researched and authoritative paper on a clearly defined civil rights issue. The employee decides what to do, the sequence of steps to follow, and the reference sources to consult.

Completed assignments are reviewed for technical soundness and overall achievement of prescribed objectives.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines include laws, agency policies, existing research findings in civil rights and related fields, and precedent decisions and recommendations, all of which require some judgment and extrapolation in resolving specific problems or drafting research reports.

The employee exercises judgment in applying data from numerous sources to a particular civil rights area under study such as factors influencing discrimination in housing, education, credit, etc.

Factor 4, Complexity -- Level 4-3 -- 150 points

Assignments include assisting higher graded analysts in studies of factors influencing the denial of equal protection under the law for women and minorities. This involves analyzing those factors and determining how they influence discrimination in specific areas being studied.

The work also involves conducting field surveys to obtain firsthand information on specific problem areas under study to develop material for assigned positions of a project.

The employee must consider many interrelated facts, many of which are in conflict, and select the most appropriate answers in developing a recommendation or drawing a conclusion.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to analyze well-defined civil rights issues, to recommend resolution of the problem, and assist higher level analysts in researching more complex issues.

The work includes development of factual material for use by higher graded specialists in analyzing civil rights issues and developing recommendations concerning those issues.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with local, State, and Federal agency officials, civil rights leaders, officers of professional organizations, and researchers and experts in the fields being studied. The nature of each contact varies depending on the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of contacts is to obtain or convey information concerning civil rights issues to individuals or groups who may be skeptical or hostile to what they perceive to be the objective of the analyst.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is generally performed sitting at a desk except for brief visits to areas away from the office while conducting field factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for travel and field factfinding.

TOTAL POINTS -- 1990

CIVIL RIGHTS ANALYST, GS-0160-11, BMK # 1*Duties*

Under the general supervision of a senior research analyst, the employee conducts studies of moderate scope and prepares papers in support of major research studies. Participates in field surveys and drafts staff reports. The employee:

- Conducts portions of studies on civil rights projects and proposals that are being performed by the office. These studies are concerned with political, social, and economic factors influencing the denial of equal protection under the constitution for women and minorities. They involve the analysis of the factors and influences that lead to discrimination in housing, education, and employment;
- Writes thoroughly researched, comprehensive papers on issues that must be resolved during broad research studies. These papers may cover one or two important problems or issues that are related to the basic questions being studied;
- Investigates, selects, evaluates, and briefs pertinent source materials;
- Selects appropriate statistical methods, plans data collection, and evaluates results of statistical analyses in support of broad civil rights studies;
- Writes staff reports as well as responses to requests for information on discrimination against women and minorities. Consults with Federal, State, and local agencies to secure information on the administration of their programs as they relate to women and minorities;
- Conducts field surveys to secure firsthand information on possible discrimination. Interviews individuals who have been denied equal opportunities in all fields of civil rights.

Interviews State and local officials to secure additional information on possible cases of discriminatory action.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge and skill to assist in developing and performing research studies and evaluation projects of the implementation of civil rights policies and practices in government agencies including:

- Thorough knowledge of civil rights laws including their application to all areas of American society and of the Federal agencies responsible for enforcement of those laws;
- Thorough and detailed knowledge of social science research methods and principles to plan, carry out, and evaluate research into current civil rights issues. This includes skill in developing hypotheses, developing study objectives, evaluating the quality and relevance of existing research findings, conducting field research, analyzing data, and developing findings and conclusions based on the evidence;
- Broad and detailed knowledge of the field being studied (e. g., voting rights, education, housing, credit, etc.) to understand the civil rights implications of public policies and of the actions of institutions, groups, and individuals in the field;
- Thorough knowledge of political, social and/or economic theories and principles that are directly related to the particular civil rights issues and problems being studied;
- Skill in writing clearly to present complex and controversial issues to a broad audience.

Factor 2, Supervisory Controls -- Level 2-3 -- 275 points

The supervisor or higher level analyst provides general instructions with each assignment as to the objectives to be achieved. The employee receives general guidance during the course of projects to resolve major or unique problems.

The employee independently plans and carries out the assignment such as a thoroughly researched and authoritative paper on a civil rights issue. The employee decides what to do, the sequence of steps to follow, and the reference sources to consult.

Completed assignments are reviewed for technical soundness and overall achievement of prescribed objectives.

Factor 3, Guidelines -- Level 3-3 -- 275 points

Guidelines include laws, agency policies, existing research findings in civil rights and related fields, and precedent decisions and recommendations, all of which require some judgment and extrapolation in resolving individual problems or drafting research reports.

The employee exercises judgment in applying data from numerous sources to a particular civil rights area under study such as factors influencing discrimination in housing, education, credit, etc.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments involve assisting in developing and conducting studies of major civil rights issues by thoroughly researching one or more elements of the problem using a range of social science research techniques.

Decisions regarding what must be done include the selection and application of social science research methods to address the particular problem to be solved. Each study or paper requires a different approach. Problems being studied require the assessment of conflicting evidence.

The work requires making many decisions including planning the study, adapting research methods to the study, and evaluating findings in the context of the larger study.

Factor 5, Scope and Effect -- Level 5-3 -- 150 points

The purpose of the work is to analyze well-defined civil rights issues to recommend resolution of the problem, and to assist higher level analysts in researching more complex issues.

The work includes writing issue papers for use in broader studies of civil rights issues and developing a policy recommendation concerning those issues.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with local, State, and Federal agency officials, civil rights leaders, officials of professional organizations, and researchers and experts in the fields being studied. The nature of each contact varies depending on the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The purpose of contacts is to obtain or convey information concerning civil rights issues to individuals or groups who may be skeptical or hostile to what they perceive to be the objective of the analyst.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is generally performed sitting at a desk except for brief visits to areas away from the office while conducting field factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for travel and field factfinding.

TOTAL POINTS -- 2365

CIVIL RIGHTS ANALYST, GS-0160-12, BMK #1*Duties*

Serves as specialist responsible for evaluating and reporting on Federal enforcement of civil rights laws in a specific subject matter area. In this capacity, the employee investigates and analyzes civil rights enforcement issues and develops and drafts related reports, correspondence, and other written material. The employee:

- Assists in developing and performing studies and evaluations of the implementation of Federal, State, and local civil rights policies and practices in government agencies, including, but not limited to, programs of direct assistance to individuals and institutions, contracts of insurance and guarantee, equal employment, housing, education, credit, public accommodations, and programs subject to Title VI of the Civil Rights Act of 1964, and Federal, State, and local contract compliance, intergovernmental civil rights agency cooperative agreements, coordination, and contracts;
- Performs liaison with Federal, State, and local agencies, monitoring the status of civil rights enforcement activity and serving as an agency resource person in the development and implementation of policy and procedures in such areas as collection and use of racial and ethnic data for program evaluation, complaint investigations, civil rights training for agency staff, and compliance reporting and review systems;
- Prepares analytical data, staff reports, and memoranda reflecting upon equal protection of the laws for statutory reports, hearings, and meetings in support of agency activity, including activities of State advisory committees;
- Prepares analytical data and information in response to requests from Congress, the White House, agencies of the Federal Government, academic institutions, national and local civil rights and professional organizations and officials, and private individuals regarding assistance programs, and all other programs of Federal civil rights enforcement;
- Conducts field interviews with Federal, State, and local government officials, national and local civil rights and professional organizations and officials, and private individuals to

obtain and convey information relating to the implementation and enforcement of civil rights policy;

- Represents the agency in conferences and meetings regarding Federal civil rights policy and may also serve as a speaker or resource person for such conferences and meetings;
- Uses the numerous sources of information available during the conduct of the research studies assigned. Incumbent selects, investigates and evaluates pertinent source materials, and assembles, analyzes, and checks statistical data. Incumbent may also be called upon to assist and coordinate the work of junior staff and to advise other staff;
- Serves as analyst responsible for specific subjects, laws, and government agencies as a desk specialist, but also serves as backup person for another desk specialist.

Factor 1, Knowledge Required by the Position -- Level 1-7 -- 1250 points

Knowledge and skill to assist in developing and performing research studies and evaluation projects of the implementation of civil rights policies and practices in government agencies including:

- Thorough and detailed knowledge of civil rights laws including their application to all areas of American society and of the Federal agencies responsible for enforcement of those laws;
- Thorough and detailed knowledge of social science research methods and principles to plan, carry out, and evaluate research into current civil rights issues. This includes skill in developing hypotheses, developing study objectives, evaluating the quality and relevance of existing research findings, conducting field research, analyzing data, and developing findings and conclusions based on the evidence;
- Broad and detailed knowledge of the field being studied (e. g., voting rights, education, housing, credit, etc.) to understand the civil rights implications of public policies and of the actions of institutions, groups, and individuals in the field;
- Thorough knowledge of political, social, and/or economic theories and principles that are directly related to the particular civil rights issues and problems being studied;
- Skill in writing clearly to present complex and controversial issues to a broad audience.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

Assignments are given in broadly defined areas of civil rights issues to be investigated and evaluated. The supervisor generally defines the scope of the research or evaluation project.

The analyst is responsible for assisting in planning, designing, and carrying out research studies or evaluation projects and is responsible for selecting, investigating, and evaluating pertinent source materials and assembling, analyzing, and checking statistical data.

Decisions made in daily contacts with officials of other Federal agencies and private individuals are generally not reviewed. In research and evaluation projects, review is made in terms of fulfillment of project goals within target dates.

Factor 3, Guidelines -- Level 3-4 -- 450 points

Guidelines include laws, agency policies, and existing research findings in civil rights and related fields, all of which require judgment in resolving individual problems or providing guidance to other Federal agencies or private individuals.

The employee must exercise ingenuity and resourcefulness in developing and implementing procedures for Federal, State, and local agencies in such areas as complaint investigations, compliance reporting and review systems and data collection for program evaluation.

Factor 4, Complexity -- Level 4-4 -- 225 points

Assignments involve assisting in developing and conducting, independently, evaluation projects concerning the implementation of Federal, State, and local civil rights policies and practices in government agencies.

The work also includes serving as the agency resource person in developing and implementing policy and procedures in specific areas of responsibility and providing advisory services in such specializations to governmental and private organizations and individuals.

The work requires the development of procedures to assist government agencies at all levels in evaluating the implementation and enforcement of civil rights policy.

Factor 5, Scope and Effect -- Level 5-4 -- 225 points

The purpose of assignments is to provide assistance and direction to governmental and private agencies in evaluating the implementation of civil rights policies and practices in Government agencies and to assist in developing research reports on various civil rights issues in society or the impact of laws and policies in the field of civil rights.

The work contributes to government agencies' implementation of civil rights policies and practices in such areas as credit, public accommodations, equal employment, housing, etc.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with high level local, State, and Federal officials, civil rights leaders, officials of professional organizations, and researchers and experts in the fields being studied. The nature of each contact varies depending on the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

Contacts are designed to obtain or convey information concerning highly controversial civil rights issues to individuals or groups who may be skeptical or hostile to what they perceive to be the objective of the analyst.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is generally performed sitting at a desk except for brief visits to areas away from the office while conducting field factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for travel and field factfinding.

TOTAL POINTS -- 2790

CIVIL RIGHTS ANALYST, GS-0160-13, BMK #1

Duties

Serves as a senior team member on research projects designed to identify, clarify, and make recommendations concerning major national civil rights policies, problems, and/or issues.

Participates with the team leader and other team members in planning the research project, making decisions concerning research methods to use and sources of information to pursue, and evaluating findings of various team members and the team as a whole. Is assigned responsibility for a major segment of the project usually including a chapter of the final report, and proposals for policy recommendations related to the issues studied. Research projects may last from six months to more than a year. Projects include a thorough search of literature, discussions with authorities in closely related fields, collection of data from government and private sources, and factfinding in the field including interviews with primary sources. Final reports include authoritative findings, conclusions, and policy recommendations. A wide range of statistical and social science research methods are adopted for use.

Subjects studied are broad in coverage; usually national in scope, and controversial in that powerful national organizations and interests have strong and divergent views on the issues

studied. Examples of subjects include the impact of school integration since the Brown decision, voting rights, and Federal Government EEO enforcement. The analyst:

- Writes and reviews portions of major research reports produced by the agency which are nationwide in scope and impact;
- Participates with the team leader and team members in planning major studies;
- Conducts research on the impact of current laws and governmental policies in the field of civil rights;
- Conducts research on the probable impact of proposed civil rights laws and governmental policies by surveying and evaluating existing research findings in related fields, and systematically collecting information from across the nation;
- Conducts research designed to clarify, identify, or resolve civil rights problems and issues and makes findings, conclusions, and recommendations;
- Performs short term consulting, research or evaluation projects to answer specific civil rights questions.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Knowledge and skill to conduct and report research on broad and complex civil rights issues or questions including:

- Comprehensive knowledge of civil rights laws including their application to all areas of American society, and detailed knowledge of civil rights issues;
- Mastery of those political, social, and/or economic theories and principles that are directly related to the particular civil rights issues and problems being studied;
- Mastery of research skills to plan, carry out, and evaluate descriptive social science research into current civil rights issues. This includes skill in developing hypotheses, setting study objectives, evaluating the quality and relevance of existing research findings, developing study plans within a limited budget, conducting field research, analyzing findings, analyzing data, and developing findings and conclusions based on the evidence;
- Broad and detailed knowledge of the field being studied (e. g., voting rights, education, labor relations, housing) to understand the civil rights implications of public policies and of the actions of institutions, groups, and individuals in that field. For example, studies of voting rights require a knowledge of the effects of State and Federal laws on the behavior of political

parties, office holders, and voters; voting patterns and political party organization; and accepted references and research techniques in the political science field of political parties and elections;

- Ability to write clearly to present complex and controversial issues to a broad audience.

Factor 2, Supervisory Controls -- Level 2-4 -- 450 points

The supervisor makes assignments in terms of broadly stated research areas to be investigated and generally defines the scope of the research. The supervisor, employee, and other team members collaborate in setting deadlines, selecting methodologies, and defining the scope of the research.

The analyst has responsibility for independently planning, designing, and executing assigned parts of major research projects and for selecting appropriate research methods.

Work results are accepted as technically authoritative. Review is made in terms of fulfillment of project goals within established target dates. (Research team members regularly consult with one another and the supervisor and generally review the work of other team members.)

Factor 3, Guidelines -- Level 3-5 -- 650 points

Guidelines include broad public policies, legislation, and existing research findings in civil rights and related fields, all of which require extensive interpretation.

Judgment and ingenuity are required to design research projects to develop knowledge relevant to civil rights policy questions, and to evaluate relevant academic research findings within very general and nonspecific guidelines.

Factor 4, Complexity -- Level 4-5 -- 325 points

Assignments involve the development and execution of parts of major research projects to assess far-reaching consequences of civil rights laws and governmental policies (either current or proposed).

Assignments are made highly difficult because of the need to determine project methods from a number of possibilities and the need to adapt research findings from other academic fields.

The work requires the development of new information to answer broad and specific civil rights policy questions or to clarify broad civil rights issues.

Factor 5, Scope and Effect -- Level 5-5 -- 325 points

The purpose of assignments is to produce major parts of comprehensive research reports on the state of various civil rights issues or problems or reports on the impact of law and governmental policies in the field of civil rights.

The work contributes to the research team's recommendations for the formulation of law and public policy, contributes to the work of other experts in the field, and increases the body of knowledge pertaining to a broad civil rights issue or policy area.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with high-ranking local, State, and Federal officials, representatives of news media, civil rights leaders, and researchers and experts in the fields being studied. The nature of each contact varies depending on the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The primary purpose of contacts is to interview and discuss highly controversial issues with individuals or groups who may be skeptical or hostile to what they perceive to be the goal of the analyst.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is performed sitting at a desk except for brief visits to various sites outside of the office while conducting field factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for travel and field factfinding.

TOTAL POINTS -- 3490

CIVIL RIGHTS ANALYST, GS-0160-14, BMK #1

Duties

Serves as a project leader responsible for planning, conducting, and reviewing major research projects designed to identify, clarify, and make recommendations concerning major national civil rights policies, problems, and/or issues. Also serves as a senior resource person for the agency in major areas of civil rights or equal opportunity (e.g., voting rights, or EEO and labor relations).

As team leader, has technical responsibility for the entire project including preparation of a final report with findings, conclusions, and policy recommendations. While involving team members in project planning, analysis, and review, maintains responsibility for directing the team and making decisions concerning the project. Research projects may last from six months to more than a year. Projects include a thorough search of literature, discussions with authorities in closely

related fields, collection of data from government and private sources, and factfinding in the field including interviews with primary sources. Final reports include authoritative findings, conclusions, and policy research methods are adapted for use. Subjects studied are broad in coverage, usually national in scope, and controversial in that powerful national organizations and interests have strong and divergent views on the issues. Examples of subjects include the impact of school integration since the Brown decision, voting rights, and Federal Government EEO enforcement. The analyst:

- Writes and edits major research reports produced by the agency which are nationwide in scope and impact;
- Conducts research on the impact of current laws and governmental policies in the field of civil rights such as voting rights, Federal EEO compliance efforts, and similarly broad fields;
- Conducts research on the probable impact of proposed civil rights laws and government policies by surveying and evaluating existing relevant research findings in related fields, and systematically collecting information from across the nation;
- Conducts research designed to clarify, identify, or describe civil rights problems and issues and makes findings, conclusions, and recommendations;
- Performs short term consulting, research, or evaluation projects to answer specific civil rights questions.

Factor 1, Knowledge Required by the Position -- Level 1-8 -- 1550 points

Knowledge and skill to conduct and report research on broad and complex civil rights issues or questions including:

- Comprehensive knowledge of civil rights laws including their application to all areas of society and a broad and detailed knowledge of civil rights issues;
- Mastery of political, social, and/or economic theories and principles that are directly related to the particular civil rights issues and problems being studied;
- Mastery of research social science skills to plan, carry out, and evaluate descriptive social science research into current civil rights issues. This includes skill in developing hypotheses, setting study objectives, evaluating the quality and relevance of existing research findings, developing study plan within a limited budget, conducting field research, and analyzing findings, analyzing data, and developing findings and conclusions based on the evidence;

- Broad and detailed knowledge of the field being studied (e. g., voting rights, education, labor relations, housing) to understand the civil rights implications of public policies and of the actions of institutions, groups, and individuals in that field.

For example, studies of voting rights require a knowledge of the effects of State and Federal laws on the behavior of political parties, office holders, and voters; voting patterns and political party organization; and accepted references and research techniques in the political science field of political parties and elections;

- Skill in writing clearly to present complex and controversial issues to a broad audience.

Factor 2, Supervisory Controls -- Level 2-5 -- 650 points

The supervisor makes research project assignments in terms of broadly stated research area to be investigated, establishes limits of resources (e.g., time and staff available) and sets target dates for completion of the project (e.g., the assignment is to produce a definitive research paper on the impact of voting rights law nationwide, and recommendations for changes in the law).

The project leader has responsibility for independently planning, designing, and carrying out major research projects including selecting appropriate research methods and defining the scope of an inquiry.

Work results are accepted as technically authoritative. Review is made in terms of fulfillment of project goals. Recommendations for further research are evaluated in terms of overall organizational priorities and availability of resources. Policy recommendations are reviewed in terms of overall effect on agency goals, objectives, and policies.

Factor 3, Guidelines -- Level 3-5 -- 650 points

Guidelines are very general and include policy statements, and existing research findings pertaining to civil rights and social science research findings, and social science research methodology.

The civil rights analyst must use a high degree of judgment and ingenuity in applying very general guidelines to a wide variety of broad and difficult problems to produce new knowledge of and insight into civil rights issues; and to adapt social science research techniques from related fields to identify and collect information, to analyze information and public policy, and to make conclusions and public policy recommendations.

Factor 4, Complexity -- Level 4-6 -- 450 points

Assignments are to plan, conduct, and report on descriptive social science research projects to study major national civil rights issues or problems such as voting rights, Federal EEO compliance, and the like. Typically, issues are so broad and complex and involve so many possible lines of inquiry and such a vast body of information that the research project must be designed to selectively treat the most relevant information. Public policy issues studied are highly controversial and complex. The research plan, the methodology, the facts reported, the conclusions arrived at, and the recommendations made may be subject to challenge by competent and resourceful persons or organizations whose vital interests are affected by the policy.

Decisions regarding what needs to be done are made in the context of largely undefined civil rights issues for which existing research findings are conflicting, nonexistent, sketchy, or not applicable. Due to the importance, sensitivity, and broad impact of the problems or issues studied, the research project is designed and carried out so that the many interrelated cause and effect relationships are deeply probed and conclusion are convincingly documented.

The work requires continuing efforts to identify and define relevant problems, arrive at conclusions, and present alternate policy options on national civil rights issues.

Factor 5, Scope and Effect -- Level 5-6 -- 450 points

The purpose of assignments is to produce comprehensive research reports on the state of various civil rights issues in, or problems of, American society, or to report on the impact of laws and governmental policies in the field of civil rights.

The work results in the development of significant new knowledge in the field of civil rights and development of policy recommendations based on this knowledge. The results of research affect the formulation of public policy and law, and direction of further research in a broad civil rights issue area.

Factor 6, Personal Contacts -- Level 6-3 -- 60 points

Contacts are with high-ranking local, State, and Federal officials, representatives of the news media, civil rights leaders, and researchers and experts in the fields being studied (e.g., mayors, members of Congress, etc.). The nature of each contact varies depending on the persons contacted.

Factor 7, Purpose of Contacts -- Level 7-3 -- 120 points

The primary purpose of contacts is to interview persons and discuss highly controversial issues to obtain information and opinions from individuals or groups who may be skeptical or hostile to what they perceive to be the goal of the analyst.

Factor 8, Physical Demands -- Level 8-1 -- 5 points

The work is performed sitting at a desk except for occasional brief visits to various areas outside of the office while conducting field factfinding.

Factor 9, Work Environment -- Level 9-1 -- 5 points

The work is performed in an office setting except for travel and field factfinding, and involves ordinary risks and discomforts requiring normal safety precautions.

TOTAL POINTS -- 3940